Differences between Knowledge and Information Management Practices: Empirical Investigation

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Abstract: In Knowledge Management (KM) discipline, the nature of KM itself has long been discussed and sometimes even its existence and meaning have been questioned. At the same time, research focusing on the difference between KM and Information Management (IM) was scarce. Therefore we tried through empirical investigation of differences between KM and IM to distinguish the KM from IM and to try to draw a distinct line between both approaches. To fulfil our goal we employed exploratory inductive qualitative research design as not many studies have tried to empirically distinguish KM from IM. For data gathering we used expert semi-structured interviews. The interviews and also results were structured according to 8 perspectives: conceptual, process, technological, organisational, implementation, human resources, economical, and administration. For each perspective, we examined the context of IM and KM and analysed, described and interpreted the differences.

1 INTRODUCTION

Since Knowledge Management (KM) emergence in mid-90s (Alavi and Leidner, 2001), knowledge-based perspective of the firm has become one of the most important research areas in the management discipline. The systematic growth of KM research in academia and KM initiatives in practice is opposed by the disputes and disagreements on definitions of KM and knowledge. Although KM can be viewed as a "successor" of Information Management (IM) because knowledge is hierarchically derived from information, the border between these two management approaches seems to be thin or even translucent (more on KM in Section 2.1).

No unified or overall accepted definition of KM exists (Dogan et al., 2011; Hlupic et al., 2002; Rowley, 2007), moreover, some companies are not able to distinguish KM from IM and ICT (Kruger and Johnson, 2010) and researchers seem misusing the terms knowledge and knowledge management (Krčál and Rešlová, 2014), while the attempts unifying this scatter situation are scarce (Dogan et al., 2011) (more in Section 2.2). Therefore, the goal of this paper is to put some order into the understanding what KM and IM is, and what are the differences between these two management approaches. The presented research is based on empirical data obtained from semi-structured interviews (more on methodology in Section 3) and identifies differences between practices of IM and KM in seven companies (for results see Section 4).

2 LITERATURE REVIEW

The purpose of this literature review was to prepare the structure for interviews. Therefore, studies focused on the processes and the frameworks of KM were reviewed in Section 2.1 and studies dealing with differences between IM and KM were reviewed in Section 2.2. The review on KM consisted mainly from review articles and highly cited studies in the field, the review on differences between IM and KM was based on search queries in academic databases.

2.1 Knowledge Management

Defining KM is a challenging task as many definitions exist (e.g. Dogan et al., 2011; Hlupic et al., 2002; Rowley, 2007). Dogan et al. (2011) tackled this problem by providing the most general definition of KM: "*to manage organisation's resources to get an advantage*". Clearly, KM in this

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context is based on the resource-based theory of the firm introduced by Penrose (1995) in 1959. In this sense, the ultimate resource of the company is knowledge, which is part of a hierarchy that consists from data, information, knowledge and wisdom. Although the true origin of the hierarchy is arguable (see Rowley, 2007) the interpretation of the hierarchy seems to be varying only little or not at all. Summarizing the Rowley's (2007) list of definitions, data can be understood as objective facts, or observations without meaning, value or context. Information differs from data by the context. However, distinction between data and information is based on the person that is receiving them (Jashapara, 2004). Defining knowledge is also based on the hierarchy however to summarize the different definitions is more difficult. According to Rowley (2007), knowledge is "*a mix of information, understanding, capability, experience, skills and values*". Therefore, information cannot be separated from knowledge, as IM cannot be separated from KM (more in section 2.2).

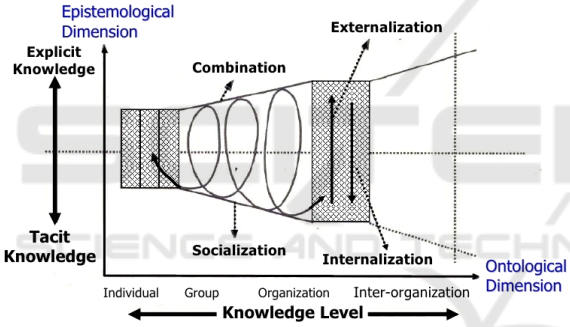

Figure 1: Knowledge creating process according to Nonaka and Takeuchi (1995).

Regarding the closeness of the knowledge to its owner, Nonaka and Takeuchi (1995), following Polanyi's (1967) notion of tacit knowledge, distinguished two types of knowledge: tacit and explicit. Tacit knowledge is more abstract and it is highly bound to the owner (Grant, 2007) and thus to his background, experience, opinions and beliefs. Explicit knowledge, on the other hand, is a knowledge that can be freely separated from the owner and act visibly as a part of the KM life-cycle (Nonaka and Takeuchi, 1995). It is being a continuous dispute, whether it is possible to express and transfer the tacit knowledge (Bouthillier and Shearer, 2002; Fotache, 2013), thus adding more confusion into the field of KM. The relationship between tacit and explicit knowledge can be explained by knowledge creation process presented in Figure 1.

Another widely used understanding of KM is defined as supporting a set of knowledge flows. KM in this perspective is a way how organisations identify, create, acquire, store, share, apply and reuse knowledge (Probst, 1998). This framework provides an overview of basic KM processes. Jashapare (2004, p. 12) uses the basic KM processes to describe the KM as follows: "*the effective learning processes associated with exploration, exploitation and sharing of human knowledge (tacit and explicit) that use appropriate technology and cultural environment to enhance an organisation's intellectual capital and performance*". We grounded our research and the design of semi-structured interviews on this definition.

One of the reasons of the difficulty to delimit the field of KM and to define KM is probably the discipline's wideness (Bureš, 2007) as KM interferes with large number of organisational functions. Besides the KM process frameworks, KM can be characterised and investigated by perspectives in which KM exhibits its influence. Few studies focused on KM with relation to IM utilized different perspectives: Lopes and Morais (2010) analysed KM from the perspectives of purpose, responsibility and technology; Chen et al. (2005) used conceptual (definitions), business goal, functional, environmental (relations with other disciplines) and

Table 1: Perspectives of KM according to Liebowitz (1999, pp. 1 – 20) and Bureš (2009).

Perspective	Content
Conceptual	Definition of knowledge and KM; principles of KM. It contains the general perception of KM stakeholders which influences the implementation of KM.
Process	Definitions, content and understanding of KM processes.
Technological	The role of IS/ICT in helping and supporting KM.
Organisational	The nature of an organisational structure (both formal and informal), responsibilities and decision making.
Implementation	How KM is implemented in the company with the focus on methods, methodologies, critical success factor, and strategic alignment.
Human resources	How KM influences people in an enterprise and organisation culture and human resources management.
Economical	How the enterprise evaluates benefits and costs of KM.
Administrative	How KM affects changes in workflow and internal documents.

organisational perspective. Probably the most elaborate KM perspectives were developed by Liebowitz (1999) and further expanded by Bureš (2009). These perspectives (depicted in Table 1) will be used as an extension of the Jashapara's definition in this article to inspect the possible differences among IM and KM.

2.2 Comparison with Information Management

Although recently, IM is regarded as an enabler for KM (Kruger and Johnson, 2010), in the time of KM emergence, an ongoing debate about KM being only different label for IM (Bouthillier and Shearer, 2002) was held. Moreover, researchers were even claiming that KM is nonsense, fad or fashion (Wilson, 2002). Therefore, as was also briefly discussed in previous section, border between IM and KM is not clear and visible but rather blurred. Recently, Kruger and Johnson (2010) reported that (still) about 21% of the respondents in their survey regarded ICT as KM and about 30% of them regarded IM to be KM. Based on empirical data, the 15 years old debate seems not to be settled yet. According to Kruger and Johnson (2010) confusion could be explained by the nature of the cycle of transferring data into information and information into knowledge. However, according to Polanyi (1967) and Grant (2007), the processes regarding information and knowledge should not be treated the same.

Nevertheless, scientometric data showed that while the number of IM publications between years 1994 and 2004 remained almost the same, number of publications raised from 7 publications during 1994 to 267 publications during 2002 (Gu, 2004). This rocket increase cannot be attributed solely to a research fashion or nonsense topic.

One of the few attempts to empirically investigate the difference between IM and KM was study by Lopes and Morais (2010) who investigated four companies and analysed IM and KM with respect to differences, reasons for implementing, responsible person, existence of initiatives. They concluded that investigated organisations distinguish IM from KM however they are not every time precise in that and IM seems to be more mature than KM. Other studies such as (Bouthillier and Shearer, 2002; Fotache, 2013) concentrated on theoretical comparison of IM and KM.

To summarize the differences identified in the literature, distinction can be made in terms of main goals, where IM aims to provide information necessary for decision making, while KM focuses on supporting knowledge flows in the organisation (Bouthillier and Shearer, 2002; Lopes and Morais, 2010). From technological point of view, IM and KM have their own supportive technologies (Lopes and Morais, 2010). According to Terra and Angeloni (2003), another differentiating factor can be the security. In the case of IM security is understood as a firewall and technological constrains securing the intellectual ownership of the company however in the case of KM, security is perceived as knowledge retention through practices like mentoring and through creating substitutability (Fotache, 2013; Terra and Angeloni, 2003). Other fields in which IM and KM differs can be the understanding of the concepts by the organisation leadership (Lopes and Morais, 2010), interplay between information and knowledge, the scope of the projects (Terra and Angeloni, 2003), or difference among organisational learning and KM (Fotache, 2013; Terra and Angeloni, 2003).

3 METHODOLOGY

The goal of this research was to identify the differences between IM and KM. In order to compare the disciplines, areas or criteria needed to be identified. Therefore, we chose the perspectives according to Liebowitz (1999) and Bureš (2007) (see Section 2.1) as they seemed to be the most extensive from the frameworks we reviewed.

For structuring the research design we chose the concept of the "research onion" developed by Saunders et al. (2015). However, this research was part of a wider study, therefore some decision about the research design were done in favour of other parts of the research and not of this particular part concerned with the differences between IM and KM. The whole researched was focused on KM topics that are underresearched therefore we employed exploratory qualitative research. Although the research strategy of the whole project followed multiple case-study research strategy, this study could be characterised more as exploratory study based on expert interviews as no triangulation of data was used. The sampling was purposive, in order to achieve variability in the sample and thus trying to identify similarities in varying conditions. However, we focused mainly on IT and consultancy sectors as they are likely to have advanced KM and thus are worth to investigate. We investigated 7 different companies (for more details see Table 2) and conducted 10 expert interviews in total (see

Table 2: Characteristics of the companies in the sample.

Organisation	A	B	C	D	E	F	G
Sector	Technology	IT, technology	Food industry	Industrial components	Army technologies	IT	Logistics
Business type	Service centre	Service centre, Product development	Trade	Trade	Research and development	Service centre, Product development	Logistics
Employees ČZ (Global)	400 (2500)	3000	450	50	64	30	49 (1500)
Market scope	EMEA (B2B)	Global (B2B)	Regional (B2B)	Global (B2B)	Czech (B2B)	Global (B2B)	Global (B2B)

Table 3). We focused mainly on the respondents' perception about their attitudes towards IM and KM following the belief of Dogan et al. (2011, p. 396) that organisations should develop their own definition of knowledge and information to be able to management them. And we wanted to investigate, how the own definition and perception of information and knowledge and IM and KM looks like in reality.

For designing the interviews, we deductively identified the necessary theoretical framework which resulted in a basic structure consisted from eight perspectives (see Section 2.1 and Table 1). The final interview structure concentrated on questions regarding following areas:

- organisational structure of IM and KM;
- interpretation of KM;
- difference between interpretation of IM and KM;
- goals of IM and KM;
- overview of key knowledge;
- activities and initiatives in IM and KM;
- information systems supporting for IM and KM;
- drivers for KM;
- barriers for KM implementation;
- form of feedback in IM and KM;
- measurement of IM and KM.

The transcripts (where available) of the interviews were coded into the main categories and then subcategories according to perspectives described in Table 1. The coded segments were then studied and contextualized with the literature review to emerge a simple framework encompassing differences among IM and KM in multiple business areas. To accomplish this goal, the coded data were interpreted according to the KM perspectives framework (see Section 2.1 and Table 1). This framework was chosen as to be the best fitting by including the majority of IM/KM areas of difference captured in the researches on the same topic identifies in the literature review.

4 RESULTS

We divided this section into several subsections according to each perspective we examined. For each perspective, we summarized the content of the interviews regarding the IM part of the perspective and KM part of the perspective and identified the differences between IM and KM.

4.1 Conceptual Perspective

In Table 4, summarized definitions of IM and KM provided by respondents and the perception of the terms information and knowledge are described. Conceptual perspective was based on following segments of structure: KM interpretation and difference between IM and KM interpretation and conceptual difference between IM and KM in frameworks of Fotache, (2013) and Lopes and Morais (2010). Two concepts of IM definition were identified among the interviewees. Firstly, it was aimed at the information systems management. This view contained choosing an appropriate system solution how to work with information. Secondly, respondents saw IM as obtaining and allocating of information to support business decisions. Understanding of KM was mostly defined as managerial activity supporting some of the knowledge processes. Mentioned processes differed by the interviewee, but all were based on the lifecycle of knowledge presented by Probst (1998). Second supplementary explanation can be summed as awareness of what the organisation knows and making such knowledge available where needed in

Table 3: Characteristics of the respondents and the interviews. G stands for enough time, M stands for limited time and B stands for not enough time for interview.

Organisation	Interviewee	Position	Length	Taped	Environment	Notes
A	R1	Knowledge engineer	80	Yes	Meeting room	G; morning; use of blackboard
	R2	IT manager	25	No	Meeting room	B; morning
B	R3	Learning and development manager	40	No	Meeting room	G; after lunch; after Q1 deadline
	R4	HR senior	30	Yes	Leisure zone	M; after lunch
C	R5	HR director	70	Yes	Meeting room	G; after lunch
	R6	1st level manager	30	Yes	Café	G; afternoon; no disturbance
D	R7	Commercial manager	40	Yes	University	G; afternoon; no disturbance
E	R8	Executive director	30	Yes	Home	M; afternoon; presence of interviewee´s daughter
F	R9	Executive board	45	Yes	Home	G; morning
G	R10	HR Director	45	Yes	Office	G; afternoon; no disturbance

the required time towards better business efficiency. Other less mentioned differences were IM as an evolution step towards KM and usage of IMS and KMS.

Table 4: Difference between IM and KM and information and knowledge according to the conceptual perspective.

Definitions	
IM	Management activity aimed at identifying the necessary information for decision making in the organisation and the selection and management of appropriate tools for storing, sharing, and security of the information.
KM	Continuous management activity aimed at the facilitation and management of knowledge flows in order to increase business efficiency.
Diff	IM focus is on system utilization, KM focuses on system utilization and utilization human capital. Unlike IM, KM features a continuous endless process.
DIKW hierarchy	
IM	Information is data with associated meanings, with given order, and utilisable for decision making.
KM	An important part of human capital, once used properly it enables the company to gain a competitive advantage and culture focused on innovation.
Diff	Knowledge is unlike information complemented by context (explicit knowledge), or the processing of the human mind (tacit knowledge). The implication is an effort to eliminate losses in work with knowledge, what is not necessary in IM.

Compared with difference between IM and KM, the difference between information and knowledge presented by interviewees was more consistent. Information was broadly interpreted as a data with given meaning prepared for action and knowledge as a part of human capital which makes it valuable for the organisation. Knowledge is perceived as a main diver of innovation and growing part of an organisation competitive advantage.

4.2 Process Perspective

Process perspective shows what processes are used to support both information and knowledge flows. This perspective can be also used as an explanation for the difference in IM and KM projects (Fotache, 2013; Terra and Angeloni, 2003). According to the data both IM and KM use types of processes mentioned in the KM lifecycle. The difference is in the focus on other processes and the scope of processes. IM is focusing on storing and sharing, KM is focusing on much broader list of processes, mainly on storing, sharing and reuse. Additionally, IM is focusing on analysing working with information. More details can be found in Table 5.

Table 5: Difference between processes of IM and KM.

Processes	
IM	Storing, analysing, sharing, joint work with information.
KM	Identification, development, acquisition, storage, sharing and reuse of knowledge.
Diff	KM displays a never-ending cycle of knowledge flows. IM processes in enterprises are far more scattered.

4.3 Technological Perspective

The technological perspective explains the difference between system support of IM and KM by difference between IMS and KMS as used in (Lopes and Morais, 2010). According to the data IM is broadly perceived as a management of the organisations of IS/ICT. Alternative explanation of IMS was the systems which allow and support the IM processes. KMS could be split into systems supporting explicit and tacit knowledge. The former mostly support the dissemination of knowledge as the latter predominantly support socialisation and processes of knowledge creation and sharing. In Table 6, IMS and KMS examples are as described by interviewees.

Technological perspective can be understood also from the point of intellectual capital security. From this point of view, IS/ICT security is a part of the IM initiative as opposed to securing a human capital in the organisation, which is part of KM from the view of human resources perspective.

Table 6: IS/ICT supporting IM and KM and security.

IS/ICT	
IM	Systems that support the flow of data and information: DMS, intranet, BI tools, ERP.
KM	Systems that support knowledge flows. Require human involvement in the operational phase and context: LMS, Helpdesk systems, knowledge bases, collaborative systems, groupware, and bulletin board systems.
Diff	The difference is in the content and emphasis on the context. IMS most important feature is to allow access to all needs. KMS most important feature is managed content and ensuring its quality.
Security	
IM	Security of data and information through the firewall and protective elements.
KM	Investigated companies do not engage in any security measures regarding KM.
Diff	ICT security is perceived as a part of IM from technological perspective

4.4 Organisational Perspective

For the organisational perspective the data were gathered from answers to questions focusing on activities of IM and KM and on KM and IM organisational structure (see Table 7).

Organisational structure roles were also studied in the Lopes and Morais (2010) framework. Practices are part of this perspective as they are basis for creating informal structures in the organisations to support IM and KM processes. Roles and responsibilities in the context of IM and KM were merged into groups applicable in IM and KM of the researched organisations. The existence of roles such as Chief Knowledge Officers (CKOs) and Chief Information Officers (CIOs) positions were not identified in the studied sample.

Table 7: Roles and practices involved in IM and KM.

Roles	
IM	Decision makers: Senior management, CIOs IM specialist: IT department. IM agents: All employees working with ICT.
KM	Decision making: Senior management KM specialist: Knowledge Engineer, Department for learning and development KM Agents: Knowledge workers who contribute to the knowledge flows Domain experts: Knowledge agents holding key organisational knowledge.
Diff	Activities of KM are more targeted. For the most of the tools and activities the understanding who will benefit from KM activities is known or understood.
Practices	
IM	Developing and management of a document management solution; management and technological support for ICT; Business Intelligence and data driven decision making
KM	Communities of practice, job rotation, mentoring, couching, operational workshops.
Diff	KM develops informal organisational structures targeted to support knowledge flows.

4.5 Implementation Perspective

From implementation perspective, the organisations were studied according to the drivers leading to IM and KM initiatives and the methodologies employed in the process of implementation. The implementation of IM was understood mainly as the implementation of IS/ICT to enable business to decide better due to more and better information. Interviewees stressed many barriers, however, the difficulty of measurement and inability to track the long term effects.

Table 8: Differences in implementation of IM and KM.

Implementation	
IM	Implementation of IM is based on the importance of information for decision making and need of ICT
KM	KM implementation is based on the awareness of senior management on the need to work with knowledge.
Diff	IM is in some form present in every organisation, KM is often not implemented in full scope, and encounters a lot of complications

4.6 Human Resources Perspective

The interviewees did not perceive human resources (HR) related in any way with IM. Regarding KM, human resources activities consist from managerial activity aimed at motivation and stimulation of the knowledge workers and domain experts to support some of the KM processes. As mentioned above (see Section 4.3.), HR management, specifically talent management and domain experts retention are perceived as the intellectual capital security (KM security) and are part of a KM initiatives.

Table 9: The role of human resources in KM and IM.

Human resources	
IM	Investigated companies do not engage in any human resources measures regarding IM.
KM	Staff development, creation of substitutability of domain experts. The system for stimulation and motivation of knowledge agents to support knowledge flows.
Diff	Human Resources perspective is not recognized for IM

4.7 Economical Perspective

The content of the economical perspective are the desired effects of IM and KM and how the companies measure these effects. The data for this perspective were gathered from questions related with IM and KM drivers, IM and KM feedback, and IM and KM measurement. Table X synthetizes the difference in the economic perspective of IM and KM practices. The respondents understood the importance of the use of qualitative measures for KM. Quantitative measurement of KM initiatives resulted unfavourable results of KM initiatives and therefore acted as a barrier for the implementation.

Table 10: Approaches to evaluation of IM and KM and benefits that are generated by both disciplines.

Evaluation	
IM	Quantitative Metrics: ROI, the amount of content.
KM	Qualitative metrics: Employee turnover, employee satisfaction, quality content.
Diff	Quantitative vs. Quality metric. Application of quantitative metrics on KM is common and major obstacle.
Benefits	
IM	The use of information for management decisions, risk management.
KM	Innovation, organisational excellence, customer approach, growth and change.
Diff	IM to improve decision-making, KM to improve outcomes of the company.

4.8 Administrative Perspective

Last area of difference between IM and KM in this research is the way of improving administrative efficiency. Interviewees agreed on a perception of IM supporting the administrative efficiency by choosing the best IS/ICT solution and managing it. The KM administrative involvement is based on process improvement and innovation.

Table 11: The way how IM and KM is administrated.

Administration	
IM	Choosing best document management solutions. Setting rules for working with ICT.
KM	Process innovation and organisational excellence.
Diff	Setting up and implementing administrative processes (IM) compared to their improvement (ZM)

5 DISCUSSION

Comparison of Knowledge Management (IM) to Information Management (IM) is (partially to our surprise) not very frequent research topic, even if omitting or ignoring the differences can potentially result into the failure of KM initiative or not implementing KM at all. In investigated companies IM and KM differ on conceptual level in several ways. Firstly, KM is perceived as something that can

provide the company the competitive advantage, whereas IM is perceived as something almost mandatory which is needed for decision-making. Secondly, the respondents were reporting difference concerning the repeatability as IM was perceived as one-time endeavour that has automated nature, whereas KM was perceived as ongoing or never-ending cycle that needs ongoing attention. This clearly refers to the difference of the role of people in IM and KM.

Similarly, investigation of the process perspective revealed that IM consisted from multiple unrelated processes that were jointly serving for better decision making. On the contrary, KM processes were viewed by the respondents as the part of the continuous cycle. Moreover, interviewees leaned towards an understanding of a never-ending lifecycle producing continuous improvement in terms of KM benefits discussed in the context of the economic perspective in next paragraph.

Regarding the economical perspective, we have showed that the respondents' overall notion about KM is that it can foster innovation, organisational excellence or change, and growth of the company. This is not very novel result however the difference between IM and KM in this matter can be interpreted in a way that IM supports tactical level of management (decision making, risk management) while KM directly supports company on the strategic level. More interestingly, we discovered that the inability of companies (and theory as well) to truly measure intangible benefits of KM can affect both the success of KM initiatives and the decision about implementing KM. Therefore for further research, we suggest focusing on methods and approaches that would be able to evaluate intangible benefits more properly.

From the organizational perspective, the difference is mainly in the existence of informal structures in connection with KM. Both IM and KM need support from formal structures which can be described as positions in the structure which receive partial or full responsibility for supporting IM or KM processes. Interestingly, no company formalized IM or KM by o CIO or CKO. The existence of informal structures, purposefully created (e.g. workshops for knowledge sharing) or spontaneously emerged (e.g. community of practice), is distinct for KM, even if the informal structures need to be interlinked with or initiated by formal structures.

Distinct differences can be identified in the technological perspective. For supporting KM, companies are using entirely different types of software. KM information support differs from IM information support mainly in the focus on technologies that are connecting people (e.g. enterprise social software).

Finally, according to the data gathered from respondents, and to the discussion of some interesting outcomes, KM can be characterised with regard to distinction to IM as follows:

- KM intervenes with strategic level of management in contrast with IM mainly dealing with tactical level of management;
- KM is perceived as endless cycle, while IM is usually perceived as one time endeavour;
- KM is dependent and focused on people, while IM is concerned more with technology and standardization;
- KM is difficult to measure.

This study, being exploratory and qualitative, has of course some limitation. Firstly, it is based on the sample of 7 companies and 10 respondents in total therefore any generalization is problematic or impossible. However, the results were able to provide directions for further research (see below). Secondly, more elaborate literature review could reveal better or more detailed perspective framework which would bring more details in the investigation of differences. Thirdly, some results and outcomes of this study are particularly not very novel. However, we were able to induce these results in concrete context therefore they at least enhance the reliability and understanding of previous studies. And finally, we measured respondents' attitudes and perceptions, which cannot be considered as objective however, our initial intention was to investigate the opinions of companies on the difference of IM and KM.

Further research could therefore focus on several issues. Firstly, it could enhance the studied sample or investigate the perceived differences in other settings than this study. Secondly, either finer framework could be found and used, or more categories or perspectives for assessing the differences between IM and KM could be revealed.

6 CONCLUSION

The goal of this study was to investigate what are the differences between IM and KM in the chosen sample of enterprises. We addressed this goal by exploratory qualitative inductive research design based on expert interviews. In order to design the study, we looked for a convenient framework that would guide as and structure at least a little bit the

complex and sometimes captious reality of Knowledge Management. We used the framework based on the studies by Liebowitz (1999) and by Bureš (2009). The results of our study show that contrary to the early opinions (presented e.g. by Wilson (2002)) that Knowledge Management is "rebranded" Information Management, we found some clear differences between IM and KM that could help researchers and practitioners with better understanding of their IM and KM initiatives. Without distinguishing IM from KM, success of KM initiatives and validity of KM research is limited.

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